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THE AWARDS FOR ACHIEVEMENT

1. The principle of recognizing outstanding performance of a non-valorous nature is deeply imbedded in the structure of American business and Government. In business life, it frequently finds its expression in added remuneration, increased responsibility, testimonials, scrolls, and the like. Security and other considerations in many cases make it impossible to apply these types of recognition to persons associated with intelligence. Furthermore, the type of performance which CIA will recognize is not readily measured in terms of dollars.
2. The anonymity demanded by our profession militates against overt forms of recognition but the effects of this anonymity should be offset by some internal means of indicating to the individual that his performance has met with the approbation of his superiors and his colleagues. The establishment of a series of graded honor awards to recognize achievement and merit seems to be the best method of meeting the problem.
3. It is therefore proposed that a series of medals be created for presentation to CIA personnel, or other persons associated with CIA whose achievement merits special recognition. The opportunities for contributing outstanding performance are present at all levels and in all areas. Hence, an award of three separate grades is believed the most fitting system. Implicit in the establishment of such a series of medals is their availability to all associated with the United States intelligence effort so that military persons and others detailed to, assigned to or associated with CIA will have equal opportunity to qualify.
4. As in the case of the award for valor, the awards for exemplary achievement can be used to recognize CIA individuals as well as persons not employed by CIA who have made important contributions to the national intelligence effort. In order to enhance the prestige of the awards, their establishment should also be by Executive Order of the President. Again, security is improved in that possession of the award does not necessarily identify recipients as CIA personnel.
5. The three medals, each with appropriate identifying ribbon, ribbon bar and lapel button, will be known as:
 - a. National Security Medal for Distinguished Achievement. This would correspond to the Distinguished Service Medal used by the Armed Forces and would be awarded for the highest degree of contribution to the national intelligence effort.

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- b. National Security Medal for Exceptional Achievement. This would have a status equivalent to the Legion of Merit when awarded to the members of the United States Armed Forces and would imply a performance of high order but not of sufficient stature to warrant presentation of the National Security Medal for Distinguished Achievement.
- c. The National Security Medal for Meritorious Achievement. The level of this decoration would be comparable to the Bronze Star Medal, Air Medal or Commendation Ribbon. It would be presented to those whose performance while outstanding and above normal expectation does not warrant bestowal of either a. or b. above.

6. It is recommended that:

- a. A series of decorations for exemplary achievement be established by Executive Order of the President for award to CIA personnel or to others whose performance meets the required standards. Authorization for wear on the military uniform should be included in the Executive Order.
- b. The decorations be known as:
 - (1) The National Security Medal for Distinguished Achievement.
 - (2) The National Security Medal for Exceptional Achievement.
 - (3) The National Security Medal for Meritorious Achievement.and that each be provided with a distinctive suspension ribbon, ribbon bar, and lapel button consistent with present practice for other United States decorations.
- c. The Heraldic Branch, Office of the Quartermaster General, U. S. Army, be requested to prepare appropriate designs and medals for the above.
- d. The Honor Awards Board prepare and promulgate regulations governing the award of the three medals proposed above.

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